AWC DL
Cross-Cultural
Leadership Simulation

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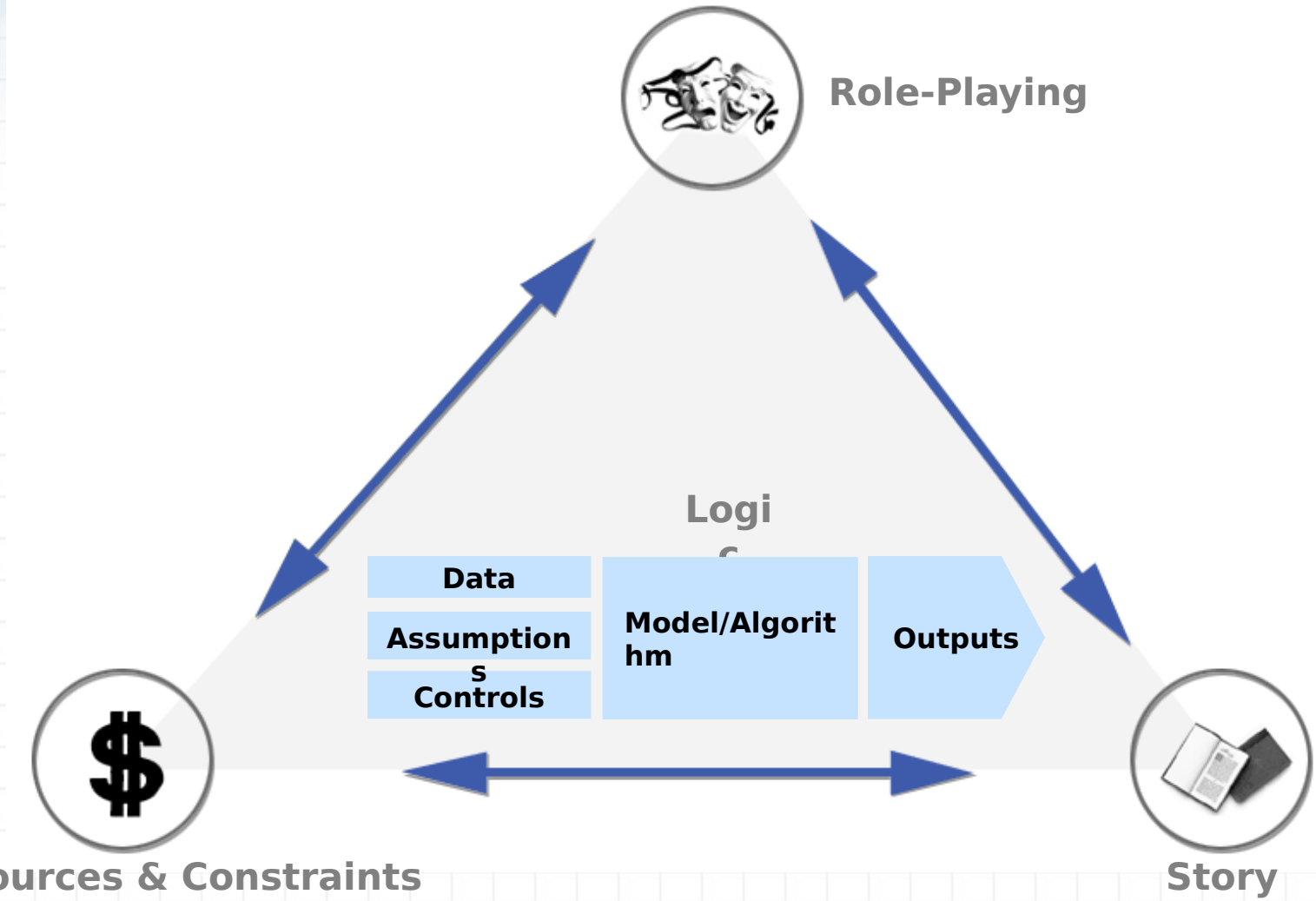
Tata Interactive Systems

Solution: Game-based Immersive Simulation

Components of a TIS Simulation



Story Line

- Fictional central African country
- Threat of genocide
- Famine & drought
- U.N.-recognized government . . .
- But minority ethnic group . . .
- So . . . civil unrest!

Role & Mission

- **Role**
  - Contingency Response Group Commander (Colonel)
    - Senior US military representative for some time
- **Assignment**
  - CRG in theater 30-60 days
  - Establish airhead
  - Hand off to follow-on Joint Task Force
- **Stated objective**
  - Ensure humanitarian aid delivered over sustained period

“Real” Objectives Unstated

- Contribute *indirectly* to improve security environment
- Create goodwill among locals

Culture Map

Characters	Power Distance Index	Uncertainty Avoidance Index	Individualistic vs. Collectivistic	Universalistic vs. Particularistic	Competition vs. Harmony
U.N. General (French)	**High**	**High**	**Individualistic**	**Particularistic**	**Harmony**
U.N. Deputy Commander (Brazilian)	**High**	**High**	**Collectivistic**	**Particularistic**	**Competition**
NGSC (Central Africa)	**High**	**High**	**Collectivistic**	**Particularistic**	**Harmony**
Airport Mgr (Central Africa)	**High**	**High**	**Collectivistic**	**Particularistic**	**Harmony**
USAFE A3 (American)	**Low**	**Medium**	**Individualistic**	**Universalistic**	**Competition**

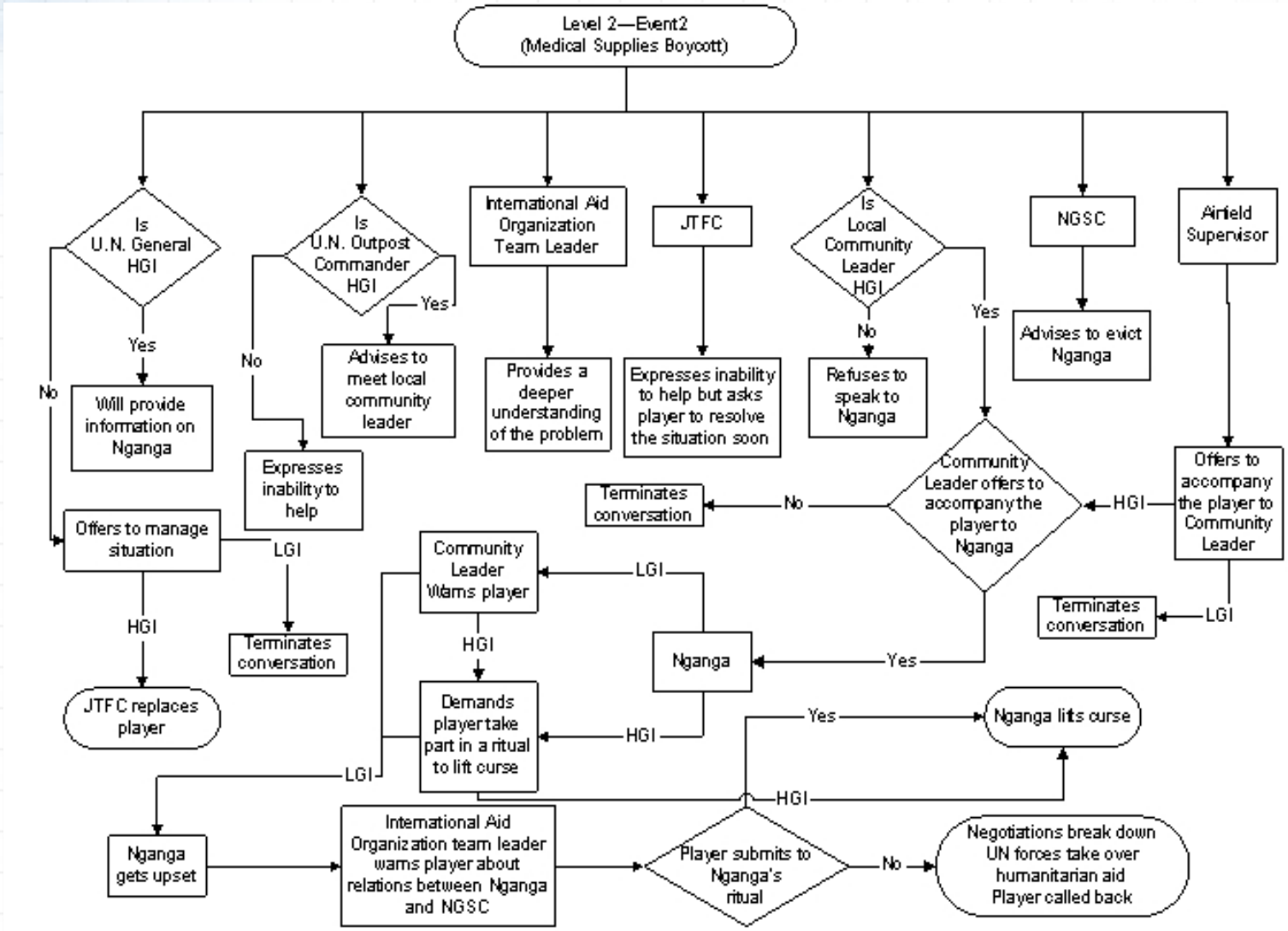
Solutions to Training Problems

- **Theory vs. Practice**
  - Multiple decision scenarios with debrief
  - Fail-safe, iterative practice
- **Isolated Learning**
  - Integrates cultural principles with operational objectives
  - Optimize relationships with multiple competing stakeholders
- **Learner Motivation**
  - High-fidelity 3-D game-based simulation
  - Engages via realistic, complex scenarios

Event Scenarios

- Turf war with U.N. general
- Non-cooperation from local airport staff
- On-base crime racket
- Abduction of UNHCR camp director
- Medical supplies boycott
- Warlord threatens villagers

Sample Event Flow



Negotiating with the U.N. general - friend or foe?

Non-cooperation from airport staff - hostility or fear?

Getting to know the neighbors

Seeking solutions - carrot or stick?

Mission Objective
Cultural Guide
Communications
Objects
Sit Reps
Day 47
0952 hrs
I had scheduled a meeting this morning with the Airport Manager and he didn't even show up.What do you think would be the rig
ht approach to take with the Airport Manager?
+
?

Time to refer to ROE?

A] Accept Request
R] Reject Request
T] Request Time
Mission Objective
Mission Details
ROE
United States African Command
CRG FOR KALIGA HUMANITARIAN RELIEF OPERATION
RULES OF ENGAGEMENT
THESE RULES DO NOT LIMIT A COMMANDER'S INHERENT AUTHORITY AND OBLIGATION TO USE ALL NECESSARY MEANS AVAILABLE AND TO TAKE APPROPRIATE ACTION IN SELF-DEFENSE OF THE COMMANDER'S UNIT AND OTHER U.S. FORCES IN THE VICINITY.
1. You are not permitted to enter the land, sea, or airspace of other countries -- besides the host nation.
2. All U.S. aircraft will be United States marked and manned.
3. Use of force must be proportionate to the level of perceived threat.
4. If possible, warnings should be provided prior to the use of force.
5. Never use more force than the minimum necessary to carry out your duties or remove a threat to United Nations Assistance Mission in Kaliga (UNAMIK).
1/5
Mission Objective
Cultural Guide
Communications
Objects
Sit Reps
Day 47
0952 hrs
So, do you think you can help me?

. . . or pull up some hard intel?

5.Critical Stakeholders
d.Name: James Rutaganda
Designation: National Security Chief
Age: 50 years
Nationality: Kaligan
Responsibilities: He is the chief of the local security forces, which comprises the intelligence and security services. His primary responsibility involves providing information, advice and recommendations on security and intelligence policy matters to Government of Kaliga.
Profile: Son of a former Jugatsi rebel leader, he has substantial influence within the government and amongst the local population. However, he is known to be an opportunist and corrupt in official dealings. In 2001, a political party charged him with sacrificing state secrets for short-term political gains, but the charges were declared baseless, as the political party could not provide conclusive evidence against him. In 2002, the party chief was found dead under mysterious circumstances in his house.
AGENCY
AIR INTELLIGENCE
85-101
SECRET
Next
4/4
of Content
1. History of Kaliga
2. Fact Sheet—Kaliga
3. Fact Sheet—Manasi Airport
4. Society
5. Critical Stakeholders
Mission Objective
Cultural Guide
Communications
Objects
Sit Reps
Day 47
0952 hrs
So, do you think you can help me?
?

. . . and don’t forget your cultural research!

S] State Problems
R] Request Assistance
A] Seek Advice
Cultural Guide
IS-172
Kaligans give a lot of importance to blood relations and clan—usually more than the love for their country.
The womenfolk usually do the agricultural activities.
The practice of exchanging gifts is very common.
Though people of this society are very friendly, they do not like being pushed for anything, not even information.
Kaligans are extremely polite and never say "No" even if they do not agree with something you say or if they do not have an answer to your question.
Most Kaligans attribute simple material phenomena to supernatural forces and believe there are living souls in trees, stones, stars, etc. These animistic beliefs usually rule over their sense of logical reasoning.
Objects
People
Customs
Mission Objective
Sit Reps
Day 47
0952 hrs
I know him quite well—not an easy man to work with. You got to be strict with him Colonel. You command a certain respect and it is important that he understands that.
+
?

Briefing & Scoring

- Qualitative debrief
- Quantitative score available
- Multiple attempts allowed
- Can submit “best work” for evaluation
- May be kicked out for catastrophic decisions